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DD/S 72-4625

73-174

13 DEC 1972

MEMORANDUM FOR: Executive Director-Comptroller

THROUGH : Deputy Director for Support

SUBJECT : Survey of Selected Management
Training Courses

1. During 1972 the Office of Training polled senior Agency officers on the value of 12 selected management training courses. The survey was limited to GS 16-18 officers stationed at Headquarters who were chosen by the Training Selection Board to attend and who did attend the courses. These limitations, for instance, eliminated officers in the field and those retired from the Agency. Some 85 officers were contacted for the survey, and 55 of these have responded. Because seven of the responding officers attended two courses, we have received back 62 survey questionnaires covering 12 different courses. The 55 officers represent all elements of the Agency -- O/DCI, 10; DDI, 17; DDP, 11; DDS&T, 4; and DDS, 13. The attachment to this memorandum lists the 12 courses with the names, Directorates, and dates of attendance of the officers participating in the survey. The survey itself asked:

- a. In retrospect, what value to the Agency (as opposed to personal benefit) did the course you attended have?
- b. Would you recommend this course for other senior officers?
- c. Other comments.

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[Redacted]

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2. According to the responses of the officers in the survey, the courses are worthwhile, and, with few exceptions, these officers would recommend them to other senior officers. Looking back on their student days, they found the experience broadening, the change of pace beneficial, and the new contacts useful. They feel that the representational aspect was a direct benefit to the Agency.

3. The survey questionnaire specifically asked that a distinction be made between the benefit to the Agency and benefit to the individual. Some officers found the distinction useful and tended to be direct in making the connection between the value of the training and subsequent assignments.

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a. [redacted] pointed out that the Advanced Management Program at Harvard was almost exactly the type of training needed in his present assignment as SA-DD/S for air proprietary matters. [redacted] noted that the military knowledge gleaned as an Air War College student was of tremendous value during the years 1958-60 when he was Support War Planner in the [redacted] Station, and [redacted], found a similar benefit from his attendance at the Naval War College in that it "paid off time and again" in each subsequent assignment. [redacted] and William Bavis had similar favorable experiences in their subsequent assignments as a result of attending the FSI Senior Seminar.

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b. [redacted] carried one step more this point of separating individual and Agency needs by saying that he would recommend the Air War College primarily because the Agency gains. "The individual profits from attending the course, but this is a lesser consideration". [redacted] expressed a similar thought. He believes the selection process should be more to the "needs of

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the Agency" and the development of the individual to that end. [redacted] moved the discussion to one type of conclusion by asserting that "nobody should be sent to the National War College for sheer personal benefit, for ego up-building and 'generalist' exposure".

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4. Other officers tended to treat the distinction as not useful.

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[redacted] pointed out that he could not "separate personal benefits from those of value to CIA"; H. C. Eisenbeiss noted that he, not the Agency, attended the course, and [redacted] labelled the distinction as unrealistic, thus making a meaningful response impossible. Paul Walsh observed that the focus on the distinction "reflects a pretty antiquated and obsolescent approach to the value and purposes of training".

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5. A number of officers saw the individual, not the Agency, as the prime recipient. The Agency is seen as benefitting indirectly through the individual. The benefit to the individual is described in a number of ways -- a recharging of batteries, a broadening of one's interests, a sabbatical, a sharpening of perspective, a view of what the non-intelligence part of the government is doing. [redacted] noted that the experience of attending the National War College spurred him to go back to college and obtain a Master's Degree in International Relations. [redacted] pointed out that the military subject of the Armed Forces Staff College was in itself "informative and broadening but not specifically applicable to my subsequent assignments in the Agency".

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6. Aside from the question of who or what benefits from the courses, there was agreement that there are other benefits and that these other benefits are of direct value to the Agency. These benefits are contacts and, of particular importance, public relations. The making of new friends in other government agencies and in the private sector tended to be seen in terms of the value of contacts on the job. Approximately one third of the survey responses made specific reference to new contacts. Of the officers who made this point, only one noted that he had made no contacts useful to the Agency.

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About an equal number of officers in the survey made specific reference to the senior courses as important opportunities to improve the Agency's public relations. This type of comment tended to come from those officers who attended the National War College, the Foreign Service Institute, and the Advanced Management Program at Harvard. Curiously enough, one officer mentioned public relations activity in favor of his own office. James Murphy noted that he conducted public relations for the

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7. The survey not only revealed a division of opinion as to how to allocate the impact of training but also indicated a division of opinion as to the criteria for selecting officers to attend the course.

a. Almost all would recommend the course to other senior officers, but about one third of this majority would either limit or change the basis for selection. The survey did not ask for an opinion on the selection process, but it is possible that the survey question on the distinction between the value to the Agency and the individual evoked the additional response on selection. The unsolicited opinions on selection indicate that one group would recommend that senior officers continue going to these courses, that a second group would recommend that senior officers slated for certain job assignments go to these courses, and that a third group would give consideration to the officer's ability to represent the Agency. These three criteria -- senior officer, senior officer and next assignment, and senior officer and ability to represent the Agency -- appear to be another form of the earlier problem on how to judge the payoff of training.

b.

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selection process no more restrictive than we now have. Some among these individuals would favor sending more senior officers to these schools.

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c. The second group of officers would favor added restrictions on the selection of officers. Francis [redacted] believes that the National War College is only for the few officers engaged in inter-agency liaison and national security policy determination. The National War College is not for the majority of DDP officers. [redacted] sees the National War College as useful for operational officers back from the field and prior to a new assignment.

[redacted] agree that attendance at the Air War College should be contingent on assignment requiring a knowledge of the military. [redacted] would limit attendance at the Advanced Management course to officers who need a substantive knowledge of business.

[redacted] believe that the Armed Forces Staff College should be reserved for senior officers headed for assignment involving military command relationships, but Harry Fisher believes that nobody over GS-13 should attend this school. [redacted] would recommend the Industrial College of the Armed Forces for those assigned to planning and programming at a high level.

d. The third group saw the selection process in terms of public relations as well as training. [redacted] (National War College) and [redacted] (Industrial College of the Armed Forces) believe that the ability to represent the Agency should be one of the major criteria for selecting candidates. [redacted] now talking about the Advanced Management Program,

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believes that the value of representation is the
major benefit of the course. [redacted]
advocates that the ability to represent the Agency
should be the prime consideration in the selection
of a candidate for the Advanced Management
Program.

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[redacted]
for HUGH T. CUNNINGHAM
Director of Training

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Att

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

DD78 REGISTRY

Survey of Selected Management Training Courses

FILE Training 3

FROM:

Director of Training

EXTENSION

NO.

Chamber of Commerce

D.T.E.

13 DEC 1972

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TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

1. Deputy Director
for Support

RECEIVED FORWARD

20 JAN 1973

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

2.

3. Executive Director-
Comptroller

1/10 1/13

4.

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T6

1/15

6.

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15.

My apologies - I do
know how I so successfully
buried this paper.I'm not sure that
opinions of officers who
attended courses in
the 1950's are valid in
judging this course
today - courses may
likely be the same -
and Agency needs may
probably have altered
in at least some cases.

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Interesting
P. (among other things)25X1

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Remarks:

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Inspector General

1/15/73

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